

27 February 1984

STAT

MEMORANDUM FOR:
DD/PA&E

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FROM:
C/HRPS

SUBJECT: Realistic S&T Input for DDA Support

REFERENCE: Memo from S&T to DDA dated 17 Feb. 1984;
same subject

1. There are at least three areas in which the DA provides a significant amount of OP support for the DDS&T. The first involves the provision of benefits for existing S&T employees, while the other two involve the assurance that the proper number and mixture of S&T employees will be hired, assigned, and promoted in a manner which will assure the satisfaction of S&T objectives. While the provision of benefits for existing S&T employees provides few unanticipated initiatives, the sizing of the activities involving the future human resources of the S&T have developed problems that the directorates will have to cooperate in resolving.

2. Perhaps the most significant planning documents for human resources are those involving the budget. However, both the Agency Comptroller and the Office of Personnel have noted the inadequacy with which future personnel resources are presented in the budgetary process. The most obvious disparity relates to the directorate position requirements. Not only is PMCD generally requested to formalize positions at higher grades than requested in the budget, but existing average grades have been understated in the budget. The end result of this kind of underestimating is an average grade level that is inadequate for implementing necessary position allocations.

3. Other human resource planning factors relate to the Office of Personnel's ability to recruit and EOD sufficiently skilled employees within a time-frame that meets directorate requirements. There appears to be a tendency, in the budgetary process, to justify new officer positions that must be converted to clerical requirements at a later date to satisfy the directorate's updated manpower needs. This kind of significant shift in subcategory requirements requires a substantial change in OP advertising and recruiter resources to satisfy the modified requirements. Difficulties in responding to significant modifications in manpower requirements are often exacerbated by directorate claims for the need to EOD employees for all new requirements at the beginning of the fiscal year. OP plans its recruitment activities to provide for a gradual increase in EODs to meet all new requirements by the end of the fiscal year, since OMB stipulates this limitation in the budgetary process. It would be most helpful if directorate programs would also incorporate this kind of gradual increase in staffing.

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4. In summary it would be very useful if the budgetary process could incorporate more realistic directorate employee requirements in terms of:
(1) position average grade requirements, (2) the timing of EODs, and
(3) subcategory requirements. One method of improving this process would be the greater involvement of Component Personnel Officers in the budgetary process.

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TRANSMITTAL SLIP		
TO: <i>C/HRPS</i>		
ROOM NO.	BUILDING	
REMARKS: <i>Suspense Item Due by 10:00 P.M. Mon., Feb. 27.</i>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

(47)